

Executive Registry

73-1341

3 APR 1973

**MEMORANDUM FOR: Deputy Director for Management and Services**

**SUBJECT: Inspector General's Survey of the Support Services Staff**

1. You have received copies of the Inspector General's survey of the Support Services Staff. May I have your response to those recommendations contained in the report that are for action within your Directorate.

2. May I also recommend that you review the future of this Staff. The Inspector General's survey makes the most provocative recommendation that this Staff be abolished since so many of its functions had been transferred away from it. At the same time, in the wake of the suspension of the Executive Director function, I believe we should give some thought to the future of the Special Assistant for Information Control and the Records Center which had been transferred to the Executive Director. The same can be stated with respect to the Historical Staff. With the Director's insistence that bureaucratic walls be reduced between Directorates and that functions be undertaken on behalf of CIA rather than for individual Directorates, it would seem quite appropriate for these functions to be assumed by the DD/M&S. In that situation you might wish to rearrange the Support Services Staff in some fashion but resume certain functions at the DD/M&S level which would require some analogous staff.

/s/ W. E. Colby

W. E. Colby  
Executive Secretary  
CIA Management Committee

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Executive Registry

73-1361

**MEMORANDUM FOR: Deputy Director for Support**

**SUBJECT: Inspector General's Report of Survey of  
the Support Services Staff**

You have received copies of the Inspector General's report of survey of the Support Services Staff. May I have your response at your earliest convenience to those recommendations contained in the report that are for action within your directorate.

**W. E. Colby  
Executive Secretary  
CIA Management Committee**

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22 JAN 1973

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : Support Services Staff Survey - DDP  
Responses to Previous Surveys of  
Regulations Coordination

1. The DDP did not respond directly to the 1956 and 1965 IG comments on delays in coordinating regulations, since the recommendations in those reports were addressed to the Deputy Director for Support. However, the DDS, in his reply to the 1956 survey, stated on behalf of the DDP that:

"In the Clandestine Services considerable progress has been made during the past few months in clearing out a large backlog of regulations, some of which had been out for coordination for periods in excess of six months. As of 1 November, there were only thirty-two regulations in the process of coordination which had been in the Clandestine Services for six weeks or longer. More encouraging, however, is the fact that by the end of December it is expected that there will be no regulations in the Clandestine Services with a date earlier than 1 October of this year. This will represent a real accomplishment in breaking the log jam that existed for so long. An additional measure begun in the Clandestine Services to speed up coordination of regulations is the initiation of a new system of limited coordination. This has proved very effective and during the past month or two there have been numerous cases where coordination was effected within a matter of a week or ten days. The Clandestine Services has also adopted a more rigid policy of adherence to the six-week period normally established by the Regulations Control Staff for completion of coordination. It must, of course, be recognized that some regulations have more of an impact on the Clandestine Services and its field installations and thus require more extensive coordination than in other Agency components."

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2. In his response to the 1965 survey, the DDS assured that a Committee on Regulations would be established as recommended and that realistic deadlines would be established. As we pointed out in the SSS Survey, the DDS was not successful in getting the CS to honor the deadlines.

3. The 1970 survey of Operational Services addressed two recommendations to the DDP concerning the Publications Control Group, as follows:

Recommendation No. 2

That the Deputy Director for Plans assign a competent and aggressive officer to head the Publications Control Group and charge that officer with responsibility for moving regulations through the coordination process promptly and for assuring that the regulatory series meets the current operational needs of the Clandestine Service.

Recommendation No. 3

That the DDP issue an instruction setting a time limit for the coordination of regulatory issuances with the proviso that concurrence is to be assumed if no comment is received within the period established.

4. The DDP response to these recommendations is quoted herewith in its entirety:

Recommendation No. 2

"Non-concur. This recommendation suggests that the removal of the present Publications Control Group Chief and the assignment of a more aggressive officer to the job would solve the problems of this unit. We disagree. The fact is that Clandestine Service review of proposed regulatory issuances is a complex and time-consuming business. The reasons are many:

(a) The Clandestine Service is concerned with more Agency regulatory publications than any other directorate or component.

(b) The CS must ask itself not only whether the proposed policy or procedure makes sense, but

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also whether it is compatible with the policy and practice of cover organizations, and whether it would constitute a cover problem.

(c) It must consider whether a proposal, despite its inherent advantages, poses any security problems and, if it does, how serious they are and what can be done to eliminate them.

(d) It must be sure that what seems advisable for one area of activity is also acceptable for others, bearing in mind differences in size of field stations, administrative resources, types of cover, and the like.

(e) Field regulatory material must be as brief as possible, consistent with need for direction and guidance.

(f) Such material must also be acceptable from the pouch security standpoint.

These and other considerations require close study of regulatory material, and, in some cases, extensive and time-consuming coordination. To expedite such coordination on 29 January 1971 an Instruction was issued to all Chiefs of Staffs and Divisions which sets up a system of due dates for coordination responses. Henceforth concurrence with a draft regulation will be assumed if the component reply is not received by a specified date.

As for the job performance of the incumbent Publications Control Officer, it rates as outstanding especially when the essential elements of the assignment are considered. This officer must have intimate acquaintance with the organization and its functions, close familiarity with the existing regulatory system, and a sensitivity to current developments, trends and changes. Such comprehensive knowledge can result only from long tenure and abiding interest in the job which the present incumbent possesses to a high degree."

Recommendation No. 3

"Concur. The instruction has already been issued."

OIG: [redacted] ydc (18 January 1978) signed) William V. Broe  
Distribution: William V. Broe  
Original - Addressee  
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Inspector General

- 3 -

**SECRET**

30 NOV 1972

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : IG Survey of the Support Services Staff, DDS

1. I am sending herewith for your information a copy of the report of inspection of the Support Services Staff. The report is being forwarded to the Executive Director-Comptroller today.

2. A copy of the recommendation addressed to the DDP, and the pertinent section of the report (pages 15-27), have been forwarded to the DDP.

(Signed) William V. Broe

William V. Broe  
Inspector General

Attachment  
IG Survey of SSS

cc: Executive Director-Comptroller ✓

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